



Redesigning Medicaid Healthcare Delivery in the Finger Lakes Region

BRIDGING THE GAP BETWEEN COMMUNITY AND HEALTHCARE

IMPACT REPORT

*“We are not just
redesigning healthcare.
We have the opportunity
to **redefine healthcare.**”*



TABLE OF CONTENTS

A Message from Our CEO.....	2
Who We Are, Our Mission, The FLPPS Promise.....	3
The Performing Provider System.....	4
FLPPS Continuing to Drive System Transformation Through Four Strategic Pillars.....	12
Capital Restructuring Financing Program.....	20
Engaging Our Community	22
Redesigning Medicaid Healthcare Delivery in the Finger Lakes Region.....	24

A Message From Our CEO



This FLPPS Impact Report is a long time coming! Our original intent was to publish this report back in the summer of 2020, after DSRIP ended on March 31, 2020. We all remember that fateful month when all our collective priorities shifted to focus on battling the COVID-19 pandemic. We all partnered across our region and did what we had to do to ensure the health of our region. And so much has happened over the last 4 years since then! This report is intended to reflect on our past successes and update you on the last few years of our work. So much to say in so few pages, but we hope you take a few minutes to flip through the journey with us.

Implementing the New York State Department of Health's Delivery System Reform Incentive Payment (DSRIP) Program in the Finger Lakes region was an incredible 5-year journey that began in 2015. DSRIP's goal was to improve the design and delivery of healthcare for the Medicaid population; while reducing avoidable hospitalizations, improving population health, and lowering the cost of healthcare. And that we did! This effort could not have been successful without the work and support of the hundreds of partners across our 13-county region who participated in committees, task forces, workgroups, and project teams. And, I credit the incredible staff who worked so hard to make it happen, many of whom continue their journey as leaders across the community, and a few who are still with us today!

While DSRIP was successfully completed in 2020, our crucial work with partners continues.

FLPPS continues to advance our mission to improve the Medicaid healthcare delivery system through the collaborative relationships we have formed with partners and stakeholders across our region. This was evidenced in our work during the COVID-19 pandemic, joining forces with community partners to implement programming to educate, organize, and increase testing and vaccinations.

With our continued work in system transformation programming, care management through our health home, and innovative workforce initiatives, we are leveraging partnerships in our region's community to make some of the most innovative and transformative changes to our system.

As healthcare continues to evolve, more transformational opportunities are before us, and partners continue to look for expertise and support, the FLPPS team remains a vital and steadfast resource and partner to the community.

Our community is well positioned to continue to build a more resilient, flexible, and integrated delivery system that reduces racial disparities, promotes health equity, and supports the delivery of social care. With our partners and stakeholders, we see an incredible opportunity to further collaborate to make an even greater impact on health outcomes.

Over the years I have seen tremendous strides in community collaboration—organizations are not only working together, but they are also working more effectively, more efficiently, and are embracing change.

I am excited to continue this momentum. And I look forward to continuing our journey and achieving an even greater positive impact on health in our region.

Carol Tegas

Chief Executive Officer

WHO WE ARE

Finger Lakes Performing Provider System (FLPPS) is a 501(c)(3) not-for-profit organization established in 2014 to transform the healthcare delivery system by bridging the gap between community and healthcare. FLPPS is a partnership that includes a network of health and human services providers, including health systems, federally qualified health centers, nursing homes, behavioral health providers, and community-based organizations, across a 13-county region in Upstate New York.

OUR MISSION

FLPPS was established with the mission of improving the healthcare delivery system for the Medicaid population.

THE FLPPS PROMISE

We promise every interaction with our partners, and with each other, will be:



COLLABORATIVE

Actively listen to individual contributions and remain open and approachable to participate on projects and teams.



ADAPTIVE

Flexible and resilient to change; Stay open-minded and seek creative solutions.



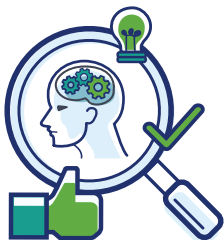
RESULTS-ORIENTED

Clearly define goals and commit to establish timelines; Remain organized and prepared to contribute to projects and initiatives.



TRUSTED

Demonstrate integrity and respect all interactions; Actively community goals or intent; Be accountable for contributions within projects and teams.



STRATEGIC

Forward-thinking and focused on aligning work to organizational vision.

“Redesigning Medicaid healthcare delivery in the Finger Lakes region. Bridging the gap between community and healthcare.”

The Performing Provider System

NEW YORK STATE DELIVERY SYSTEM REFORM INCENTIVE PAYMENT PROGRAM

In 2014, New York State invested \$8 billion in federal funding for the New York State Delivery System Reform Incentive Payment (DSRIP) Program, a New York State Medicaid Section 1115 demonstration.

Its purpose was to fundamentally restructure the healthcare delivery system by reinvesting in the Medicaid program, with the primary goal of reducing avoidable hospital use by 25% over 5 years.

FLPPS was 1 of 25 regional Performing Provider Systems (PPS) that implemented the DSRIP program.

Each PPS was comprised of health and human services providers, or partners, who worked together

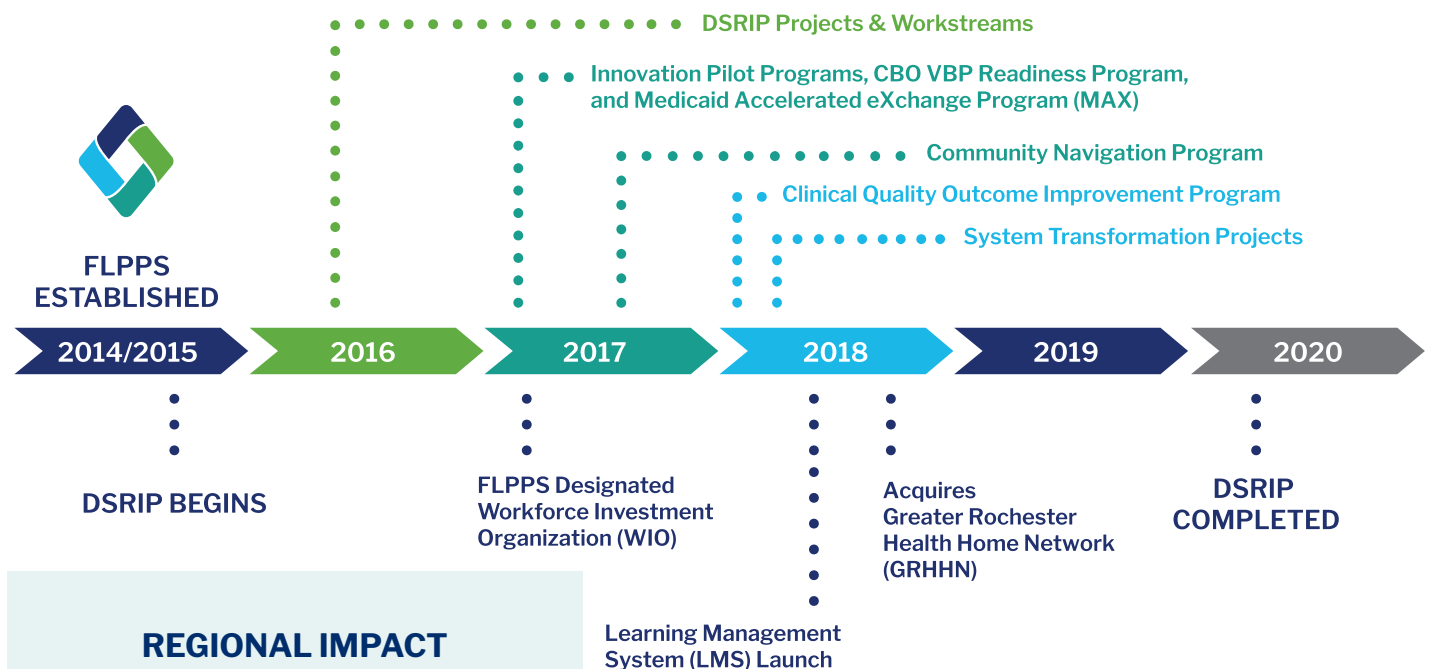
to implement specific projects supporting Medicaid members and the uninsured.

The FLPPS 13-county region covered more than 10,000 square miles, making it the largest and most geographically diverse PPS, with both urban and rural areas.

To effectively improve care delivery, we divided our 13-county region into 5 sub-regions, or Naturally Occurring Care Networks (NOCN). Each NOCN represented the full continuum of care and was led by a workgroup of healthcare and community-based leadership. This NOCN structure allowed FLPPS to develop a process for these individual organizations to come together and understand the value of an integrated delivery system for patients in their region.

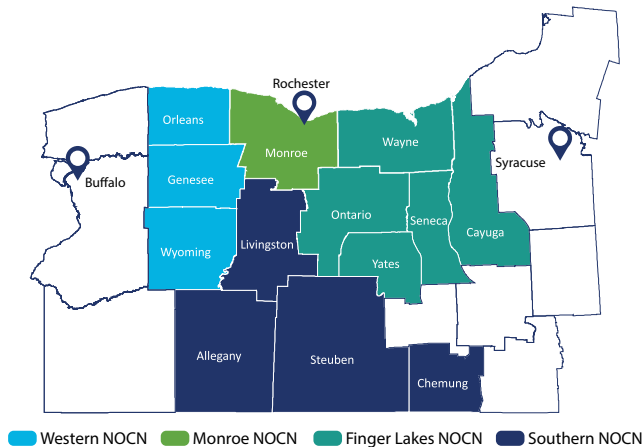
Our governing committees—Board of Directors, Clinical Quality Committee, and Finance Committee—comprised of leaders from healthcare systems, federally qualified health centers, human and social services agencies, and government entities, would oversee the actions of FLPPS and provide guidance on ensuring we were meeting the goals of NYS.

Before DSRIP, many partner organizations operated in their silo and did not have the tools or processes to enable an integrated network approach to care delivery.



REGIONAL IMPACT
232,000
PATIENTS ENGAGED

FLPPS worked with partners across our 13-county region to implement 11 innovative DSRIP projects designed for system transformation, clinical management, and population health.



Collectively, there were over 125 individual project milestones. Our timeline/launch projections for the speed at which we would implement and the scale of that implementation were incredibly aggressive and required a solid implementation plan that spanned the entire FLPPS geography.

FLPPS supported NOCNs in performing a root cause analysis to identify the cause of poorly performing outcomes supported implementing projects to address needs in those areas.

In addition, we implemented transformational work streams across our region related to workforce, housing, transportation, information technology, and cultural competency and health literacy.

These work streams were integral to supporting the infrastructure and change management necessary to sustain project best practices for:

- Creating an Integrated Delivery System
- Emergency Department Care Triage
- Care Transitions
- Transitional Supporting Housing
- Community Navigation and Patient Activation
- Behavioral Health and Primary Care Services Integration
- Behavioral Health Community Crisis Stabilization
- Behavioral Interventions Paradigm in Nursing Homes
- Maternal and Child Health
- Strengthen Mental Health and Substance Abuse Infrastructure
- Increase Access to Chronic Disease Prevention and Care

In 2015, FLPPS began developing our Cultural Competency/Health Literacy (CC/HL) Strategy, regarded as one of the top strategies to support the work of the DSRIP projects. In collaboration with Coordinated Care Services, Inc. (CCSI), we worked with the leaders and employees of more than 80 healthcare and nonprofit organizations across 9 counties. These organizations implemented strategies and activities to support health equity and improved health outcomes among the populations served. The work started by FLPPS, with support from CCSI, has been sustained in the policies, procedures, and activities that many of the organizations continue to practice today.

*“DSRIP allowed us to collaborate on a new level and think in a different way about how we can **develop with our patients a system that better supports our patients.** We did this with resounded success.”*

CLINICAL QUALITY OUTCOME IMPROVEMENT

Over the course of the DSRIP program, our partnership network improved performance in nearly 40 clinical outcome measures across the region, with significant achievements in several domains, including **behavioral health outcomes, long-term care, patient satisfaction, and maternity and children’s measures.**

Understanding that population health improvement requires cohesive participation by all partners, we focused on a region-wide approach to clinical outcome improvement.

Mid-DSRIP, we developed a strategy and implementation plan that would improve health outcomes quickly and significantly, via activities performed that would supplement the ongoing DSRIP projects.

Our Clinical Quality Committee (CQC) collectively examined specific characteristics of each clinical outcome metric and categorized the metrics into various categories for targeted improvement activities.

The CQC led an innovative program referred to as a “Sprint” to improve performance quickly, given there was only 3 months remaining in the fourth year of DSRIP.

91%
**OF THE SPRINT
IMPROVEMENT TARGETS**
were met or exceeded

We then initiated a “Jog” at the beginning of the final year of DSRIP and engaged additional partners, including community-based behavioral health organization networks and health homes, as these provider types would be critical in accomplishing improvement in behavioral health outcome metrics.

95%
**OF THE JOG
IMPROVEMENT TARGETS**
were met or exceeded

*“It is through each **partner organization** and stakeholder, as change agents, that **system transformation** will become a reality.”*

The NYS Medicaid Accelerated eXchange (MAX) program redesigned the way healthcare is delivered to a specific patient population—inpatient high utilizers—by utilizing a rapid cycle continuous improvement methodology.

The MAX program supported the goal of transforming healthcare by strengthening care collaborations and getting patients the right care at the right time.

By understanding the drivers of high utilization, patients are directed to appropriate community providers and resources while promoting the more efficient use of hospitals for emergent and acute-level services.

FLPPS facilitated and led 4 action teams over 2 years partnering with Arnot Health and UR Medicine.

FLPPS also facilitated a mini-MAX series with Jones Hospital in 2018, which established a structure for the hospital and community-based organizations to coordinate care and address social determinants of health for identified high utilizers.



Noyes Hospital MAX Project
Pilots Improving Health Care
Greater Rochester Quality Council's
Performance Excellence Awards

THE IMPACT ON INPATIENT UTILIZATION

58%
REDUCTION

Arnot Ogden Medical Center – Arnot Health
February 2017 – May 2017



86%
REDUCTION

St. Joseph's Behavioral Health Unit – Arnot Health
September 2017 – February 2018



75%
REDUCTION

Geneva General Hospital – Finger Lakes Health-UR Medicine
November 2017 – March 2018



89%
REDUCTION

Noyes Hospital – UR Medicine
July 2018 – February 2019



SYSTEM TRANSFORMATION PROJECTS

As DSRIP work wound down, FLPPS shifted its focus to **community-based providers**. The System Transformation Projects shared a common goal—to continue transforming our healthcare system for the Medicaid population by incorporating community-based care to improve health outcomes.

FLPPS managed nearly 90 projects with community-based providers focused on integrating community with healthcare.

MATERNAL AND CHILD HEALTH



2 Partners



5 Projects

Providing obstetric and pediatric care management services and doula services through the Black Doula Collaborative.

SOCIAL DETERMINANTS OF HEALTH



25 Partners



30 Projects

Linkage and coordination of clinical and social care by Community Health Workers.
Providing rides to appointments.
Enhanced recovery support for individuals transitioning to permanent housing.
Providing healthy food and nutrition education programming.

CARE MANAGEMENT



22 Partners



28 Projects

Enhancing health home care management activities to engage patients in care.
Integration of clinical and community-based resources to provide person-centered to individuals with intellectual and developmental disabilities.
Increasing capacity for care coordination activities.
Enhancing medication management and coordination.

BEHAVIORAL HEALTH



22 Partners



26 Projects

Mental health and substance use disorder services.
Holistic health and wellness education.
Certified Peer Advocates using their lived experiences to engage with and support individuals needing care.

WORKFORCE



18 Partners



33 Projects

In-person or e-learning training to support new employees in the onboarding process or the retraining of employees in connection with a new program or service.

TELEHEALTH



3 Partners



3 Projects

Connecting patients to healthcare services through telemedicine.

SYSTEM TRANSFORMATION COMMUNITY PARTNERS



Blossom Road Medicine, PLLC
 Burce W. Mackellar, MD, PC
 CareFirst Inc.
 Dale L. Deahn, MD, PC
 Livingston Wyoming Chapter,
 NYSARC, Inc.

Mid-Erie Mental Health Services
 Mohamad-Zahi Kassas, MD
 Pembroke Family Medicine
 Samaritan Women Inc.

\$28.7M

INVESTED

to continue to transform
 healthcare delivery with
 community-based integration

FLPPS SUCCESSFUL IMPLEMENTATION OF DSRIP

Several critical success factors led to this achievement, including the establishment of a central team comprised of experienced healthcare professionals, community-based staff, and subject matter experts who assembled the partnership network and drove network performance to deliver on the goals of the DSRIP program.

In addition, there was a small group of partners, or “Early Adopters”, who had the ability and capacity to engage individuals in our projects and paved the

way for the program’s success. These partners assisted in establishing and refining workflows that led to project implementation across our network.

Throughout the DSRIP program, our partnership network improved performance in nearly 40 clinical outcome measures across our region, with significant achievements in domains including behavioral health, maternal and child health, and care management.

Creating an Integrated Delivery System

OUTCOME

122 partners connected to the Rochester Regional Health Information Organization
937 Level 3 Primary Care Medical Home Certified Providers

Emergency Department Care Triage

OUTCOME

17 hospitals and 55,952 patients engaged
7% decrease in potentially preventable visits

Transitional Supporting Housing

OUTCOME

20 new beds
26 community-based organizations and hospitals engaged
24% reduction in inpatient admissions

Behavioral Health and Primary Care Services Integration

OUTCOME

40 partners and 177,301 patients engaged
4% increase in antidepressant initiation

Increase Access to Chronic Disease Prevention and Care

OUTCOME

7% increase initiation and engagement treatment for alcohol and drugs

Strengthen Mental Health and Substance Abuse Infrastructure

OUTCOME

46 youth mental health first aid trainings
850 certified individuals
34 clinicians trained in the Attachment, Regulation, and Competency (ARC) model

Care Transitions

OUTCOME

34 partners and 26,517 patients engaged
2% decrease in potentially preventable visits

Behavioral Interventions Paradigm in Nursing Homes

OUTCOME

39 skilled nursing facilities and 4,214 patients engaged
34% reduction in long-term care resident reports of depression
27% reduction in antipsychotic medication use among residents with dementia

EARLY ADOPTERS

Jordan Health
Arnot Health
Blossom View Nursing Home
Finger Lakes Community Health
Oak Orchard Health
Mosaic Health
Rochester Regional Health
Pivotal Public Health Partnership
Steuben County Department of Social Services
University of Rochester Medical Center

Maternal and Child Health

OUTCOME

2,797 patients engaged
29 community health workers
3% reduction in low birth weight

Behavioral Health Community Crisis Stabilization

OUTCOME

57 partners and 40,654 patients engaged
16% reduction in preventable emergency department visits for individuals with a behavioral health diagnosis

Community Navigation and Patient Activation

OUTCOME

108,609 patients engaged in patient activation measure

Successfully leading the region's DSRIP implementation allowed FLPPS to develop a unique set of expertise:



A TRUSTED PARTNER

A key component to leading a healthcare delivery system transformation project across a 13-county region was the development of trusting relationships with each partner.

FLPPS built trusting relationships with and among individual partners to lay the foundation for a network that would come together around aligned goals and implement a ground-breaking project.



PROJECT MANAGEMENT

FLPPS DSRIP award of \$530 million was the second largest dollar value across the entire state due to the impressive scope and scale of our DSRIP application and region-wide impact.

Our project management skills enabled the achievement of 99% of the dollars awarded in connection with patient engagement and project milestone achievement.



COLLABORATIVE LEADERSHIP

FLPPS fostered a sense of collaboration and trust among the partners by convening over 25 diverse stakeholder groups that participated in the implementation of the DSRIP program.

With a focus on community collaboration, we managed network relationships, we regarded each individual participant with respect, and convened the stakeholder groups with transparency and accountability.



STRATEGIC PLANNING

FLPPS has proven itself a leader in strategic planning initiatives across our region.

Our expertise in facilitation, system transformation, and value-driven solutions helped guide 12 not-for-profit human service agencies through our 18-month CBO Value-Based Payment Readiness Program to develop their strategic plans and value statements through organizational assessment, gap analysis, performance improvement strategy and implementation plan, and value-proposition statement.

FLPPS is grateful for all the team members, staff, stakeholders, committee and workgroup members, partners, supporters, consultants, and contractors whose collaboration over the years was instrumental in the development and implementation of the DSRIP program, making it a resounding success in our region.

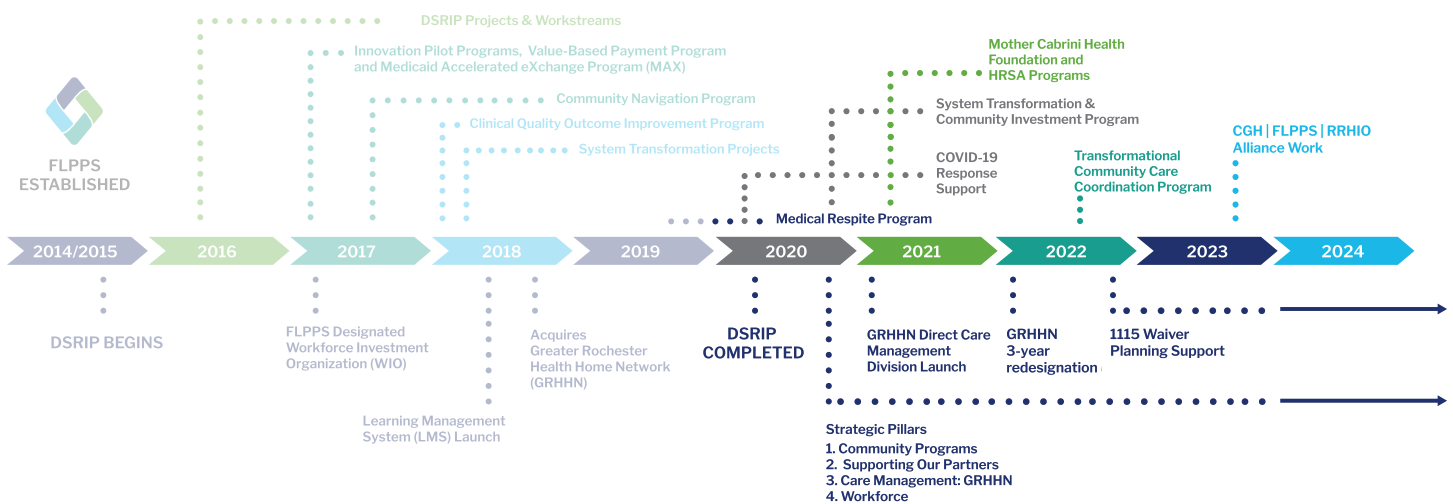
Continuing to Drive System Transformation Through Four Strategic Pillars

FLPPS continues to drive transformation in the region post-DSRIP by promoting successful DSRIP programs and managing new, innovative efforts that bridge the gaps between community and healthcare, and addressing social, racial and health inequity gaps that have been highlighted by the COVID-19 pandemic.

We played an integral role in the region’s pandemic response, devoting significant resources at local testing sites, organizing vaccine distribution, and educating the community about COVID-19. Our rapid deployment of IT equipment to community-based organizations enabled the shift to a remote work environment.

The pandemic also intensified the significant healthcare workforce challenges. Since DSRIP’s onset, FLPPS has been at the forefront of addressing workforce recruitment, training, and retention issues, as a New York State designated Workforce Investment Organization.

Moving forward, we continue to use what we learned from DSRIP and the pandemic to further efforts that will help our partners and stakeholders to deliver better care and address health inequity.



FLPPS now focuses on transforming healthcare with our partners under four strategic pillars:



COMMUNITY PROGRAMS

We are building on and continuing healthcare system transformation work through large-scale programs such as the System Transformation and Community Investment, and the Transformational Community Care Coordination programs.



SUPPORTING PARTNERS

We are advancing our mission to improve the Medicaid healthcare delivery system through the collaborative relationships we have formed with partners and stakeholders in our region.



grhnn

Greater Rochester
Health Home Network

CARE MANAGEMENT: GREATER ROCHESTER HEALTH HOME NETWORK (GRHNN)

We provide care management and care coordination, with a specific focus on addressing social determinants of health through our subsidiary organization, the Greater Rochester Health Home Network.



WORKFORCE

We are a New York State-designated Workforce Investment Organization focused on strengthening the healthcare workforce through programs and services.

Community Programs

Incorporating lessons learned from DSRIP Promising Practices, we have invested in advancing targeted interventions that leverage community-based organizations to improve health outcomes.

Our projects address efforts to improve health outcomes in **behavioral health, maternal and child health, social determinants of health, and care management**, which were prioritized using a data-driven needs analysis of clinical outcome performance.

More than 20 best practice interventions and 30 partners established or expanded programming to address these outcomes over a 2-to-3 year project timeframe, with specific milestones and deliverables. Program evaluation is a key component of this programming to work toward sustainability.

Our projects also address the public health crisis of overcrowding in Monroe County hospitals with an innovative model to support the long-term care sector experiencing workforce, financial, and bed capacity challenges.

In 2023, FLPPS received \$11 million in American Rescue Plan Act (ARPA) funding from Monroe County to address long-term care staffing shortages. Approximately \$5.5 million was allocated to the FLPPS Long-Term Care Workforce Program, and \$5.5 million was allocated to a workforce development partnership with FLPPS and Monroe Community College for their Transforming Lives Through Nursing Pathways Program.

The Transformational Community Care Coordination (TC3) Program addresses the current public health crisis in our community by collaboratively transforming the healthcare delivery system and revitalizing our community's healthcare workforce.



COMPLEX CARE PROGRAM

The Complex Care Program addresses the barriers to discharging patients to nursing homes and alleviates a backlog of hospital patients who no longer need acute care but cannot find appropriate placements in nursing homes.



Complex Care Program

Greater Rochester Quality Council's Performance Excellence Awards



LONG-TERM CARE WORKFORCE PROGRAM

The Long-Term Care Workforce Program addresses critical workforce shortages in long-term care through career pathway systems and recruitment, training, and retention activities.

SYSTEM TRANSFORMATION AND COMMUNITY INVESTMENT PROGRAM

The System Transformation and Community Investment (STACI) Program is a portfolio of projects focused on integrating community-based care into the healthcare delivery system and supporting community-based organizations in programming designed to positively impact health outcomes, health equity, and the cost of healthcare.



BEHAVIORAL HEALTH

Innovative initiatives to engage and support behavioral health care collaborative networks and individual providers in building program capacity, connections to primary care, integrating peer support services, and implementation of quality improvement initiatives that improve behavioral health outcomes.

- His Branches Community Health Center & Ibero-American Action League
- City of Rochester Crisis Intervention Services
- Exercise Express: Support for Individuals with Behavioral Health Needs
- Peer Integration with Crisis Intervention Services
- Behavioral Health Care Collaboratives



SOCIAL DETERMINANTS OF HEALTH

Supporting high-need patients and assisting providers in providing care by addressing social determinants of health factors. The efforts include advancing health equity by working with sectors on the factors that influence health, including employment, housing, public safety, and food access.

- Foodlink Maternal Home Delivery Program
- Food Bank of the Southern Tier and C.I.D.S. Maternal Kitchen Stork Home Delivery Program
- Street Medicine Program
- Backpack Medicine Program
- Healthcare for the Homeless Programs

The projects are based on the United Hospital Fund “FLPPS DSRIP Promising Practices: Strategies for Meaningful Change for New York Medicaid” report, as well as FLPPS DSRIP promising practices, and represent targeted interventions, which leverage community-based organization expertise to improve outcomes in a sustainable manner.



CARE MANAGEMENT

Improving population health and reducing avoidable emergency room and hospitalizations for high-needs populations, initiatives in this domain provide for care management in response to patient level of need through patient-centered medical homes, community navigation, and health homes. Activities include outreach and engagement with high-needs populations.

- Lifespan Expanding Services for Older Adults



MATERNAL AND CHILD HEALTH

Providing new models of care to address a wide range of conditions, health behaviors, and indicators that affect the health, wellness, and quality of life of women, infants, children, and families.

- Children’s Institute “Get Ready to GROW” Program
- Community-Based Doula Program



Community-Based Doula Program

Greater Rochester Quality Council's
Performance Excellence Awards

Supporting Partners

Our expertise in integrated healthcare delivery system optimization, care management, network and program management, project management, population health, data analytics, performance improvement and evaluation, and workforce and learning and development continues to flourish and is enhanced with our community partnerships.

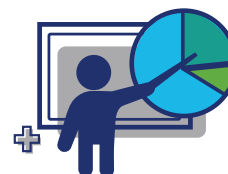
We value the collaborative relationships we have formed with partners and community stakeholders in our region, as we believe these strategic partnerships differentiate use in terms of network experience and opportunity for collaboration.

Partners leverage our expertise in the implementation of their programs and services.



PROGRAM MANAGEMENT SUPPORT

We provide consultative services related to program and project management, workflow redesign and documentation, data analytics, and evaluation and performance improvement.



STRATEGIC CONSULTING

We provide strategic consulting services that can include facilitating strategic planning sessions, project management, data analytics and benchmarking, independent provider association (IPA) subject matter expertise, and general administrative support.



GRANT MANAGEMENT SUPPORT

FLPPS provides professional, technical, and administrative services as a lead agency for federal and private foundation grants. This includes program management support, fiscal management and oversight, and reporting.



COVID-19 SUPPORT

We leveraged strong community collaborations developed through the DSRIP program to mobilize and respond quickly and effectively to the COVID-19 crisis. Numerous efforts took place in response to the COVID-19 pandemic and many are still underway.

Care Management

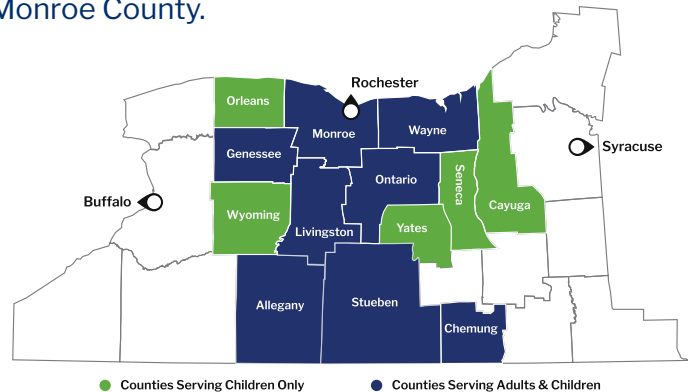
The Greater Rochester Health Home Network (GRHHN) was acquired by FLPPS in 2018 and serves as a lead Health Home administering the New York State Health Home program, which provides a care management benefit for high-risk Medicaid patients.

The GRHHN's work is part of a coordinated effort to improve care among a vulnerable population, by connecting individuals with primary care providers, hospitals, behavioral health services, and community-based organizations, and helping individuals with follow up, access, and addressing social determinants of health.

In addition, the GRHHN established a Direct Care Management division to supplement the care management capacity in the region and support partner outreach and population health management for high-risk patients, which has resulted in increased continuity of care, reduced system costs, improved outcomes, and reduced burdens in emergency departments.

The GRHHN is an active member of the New York Health Home Coalition, which represents the leadership of health home in New York State and provides advocacy and strategic direction across the state.

With FLPPS infrastructure expertise and knowledge, the GRHHN continues to improve operational efficiencies, outcomes for enrolled patients, and care management agency satisfaction, increasing enrollment in its geographic coverage beyond Monroe County.



GRHHN MEMBER IMPACT

73% LINKED TO PRIMARY CARE
who previously didn't have a PCP

75% OBTAINED STABLE HOUSING
after being homeless

89% ACHIEVED STABLE HOUSING
after feeling they may lose their home

100% REMEDIED UTILITY ISSUES
in their home

64% IMPROVED TRANSPORTATION
to and from appointments

“Community partners must unite to support our most vulnerable and underserved communities. Despite limited funding and staff at health centers and non-profits, this unified approach can begin to close the health disparities gap and build a healthier community.”

Linda Clark, MD, President & CEO
Jordan Health

Workforce

Workforce shortages have been exacerbated by the pandemic and underscore the critical need to create a strong, equitable, and high-performing workforce development system.

FLPPS and its partners understand the need for a skilled and diverse healthcare workforce, which is why workforce development has been a primary focus of FLPPS since its inception.

Building on our DSRIP workforce work stream, we leverage our capabilities as a New York State-designated Workforce Investment Organization (WIO) to strengthen and ensure there is a highly-skilled and sufficient healthcare workforce to serve the Finger Lakes Region.

During DSRIP, FLPPS, along with its partner Common Ground Health, convened education and employer partners across the region to analyze the current state of the healthcare workforce, understand the impact of the DSRIP program on workforce roles and responsibilities, and track training and retraining efforts, as well as identify workforce gaps.

Now, collaborating with healthcare employers, higher education institutions, training organizations, and community-based organizations, FLPPS co-designs programs that provide for education and economic mobility through career pathways and social supports, expands curriculum offerings, and include tailored outreach, recruitment, and engagement in the training programs.

Tying lessons learned during the course of DSRIP with its WIO role, FLPPS has learned that many barriers to health are the same barriers to employment. There is a significant need to provide wraparound support to alleviate multiple disadvantages and barriers faced by low-income employees or students pursuing a career in healthcare. Successful completion at each level empowers individuals and families toward economic stability and increases the retention of valuable workers within the regional healthcare workforce.

*“A robust and sustainable healthcare workforce is critical to improving population health—
**with no workforce,
there is no healthcare.**”*

A cornerstone of FLPPS programming, FLPPS leads the region’s healthcare workforce strategy in partnership with Common Ground Health.

FLPPS workforce development programs expand and diversify the healthcare workforce pipeline and provide opportunities for those who may not otherwise have them, all while supporting the community’s economic mobility.



NYS MANAGED LONG-TERM WORKFORCE INVESTMENT PROGRAM

We partnered with 3 Medicaid managed long-term care plans on numerous initiatives designed to retrain, recruit, and retain healthcare workers in the long-term care sector.



LEARNING MANAGEMENT SYSTEM

Our Learning Management System has become a valuable community asset that is used by a growing number of partners. The course catalog continues to expand in response to the training needs of our partners and community.



WORKFORCE PROGRAMS

We have brought together partners and developed programs that expanded curriculum offerings, career pathways and social support programs, and tailored outreach, recruitment, and engagement in the training programs. We also support anti-racism and diversity programming in the employer setting.

WORKFORCE PROGRAMMING IMPACT TO REGION*

More than **200** Home Health Aides

Nearly **1,300** Certified Nursing Assistants

Nearly **400** Licensed Practical Nurses

More than **115** Registered Nurses

Nearly **30** Credentialed Alcoholism & Substance Abuse Counselors

*As of July 2024

*“By focusing on training centered around career development and supporting socio-economic challenges faced by those starting entry level roles, **we have increased the workforce to better meet the needs of our community.**”*

Suzanne Turchetti, President
HCR Home Care

Capital Restructuring Financing Program

In 2016, FLPPS was awarded a \$12 million Capital Restructuring Financing Program (CRFP) grant from the Dormitory Authority of NYS (DASNY) and NYS Department of Health through our partner, Finger Lakes Community Health.

The purpose of the CRFP funds was to complement the goals of the DSRIP Program for capital information technology (IT) projects related to partner IT enablement, transitions of care, community care coordination, and telehealth.

CRFP funds were used to support capital projects that helped strengthen and promote access to essential health services, including projects to improve infrastructure, promote integrated health systems, and support the development of additional primary care capacity.

This grant was made possible with a \$27.5M match of funds spent by FLPPS and partners on IT/ infrastructure-related projects.



130+
organizations impacted



4,000+
laptops purchased

Dozens
of physical servers



20+
access points and wireless
network improvement projects



Equipment distributed
May 2022 - May 2024

“The CRFP grant partially funded a network hardware refresh that we desperately needed. The project, in conjunction with switching our Internet Service Provider, will result in improved network performance and reliability for our staff (and clients) at all of our sites. Thank you.”



“These funds have made a huge impact on our agency and our ability to serve our customers. Funds were used to install a modern phone system which has greatly improved our customer’s ability to reach the right people for help. You have my sincerest gratitude.”

“This is truly remarkable. The impact this has on our small organization cannot be overstated. With the increasing demands to fortify our cyber security practices, we’ve seen a corresponding rise in costs for ongoing IT support, for updated/advanced software, and for escalating insurance expenses, among others. Having some of our hardware costs covered is an immense relief. Thank you!”



“This grant has been extremely helpful to JHR, we were able to replace 2 aging firewalls, many aging desktops and IP phones, as well as overhauling our backup infrastructure. Given the constant threat and oftentimes follow through of Medicaid cuts to nursing homes, this funding really helped us offset much needed IT infrastructure costs.”

“The FLPPS grant has enabled [us] to divert some of the funds we would normally spend on hardware to some innovative projects that directly benefit the individuals we serve. We have also been able to fund some further data security and compliance initiatives that we were unable to get to in the recent past. We greatly appreciate the grant and those that we have worked with at FLPPS.”



“The CRFP grant played a pivotal role in fortifying St. Ann’s Community’s disaster recovery system. With the funding, we were able to invest in state-of-the-art technology, implement robust backup solutions, and develop comprehensive contingency plans by purchasing a server system for a 2nd physical location. This not only strengthened our ability to mitigate potential risks but also ensured seamless operations and minimal downtime in the face of unforeseen disasters, safeguarding both residents and organizational continuity.”

Engaging Our Community

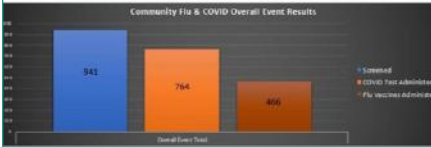
Finger Lakes Performing Provider System
1,910 followers
1mo • 0

Last week saw the first day of class for the latest (and largest!) Home Health Aide (HHA) Training class! FLPPS, in partnership with HCR Home Care, developed and manage this Community HHA Training Program. Working as an HHA is the first step on a career ladder that could include becoming a licensed practical nurse, registered nurse, and more! Case management support and incentives are offered through partnerships with community-based organizations. Learn more about the HHA Training Program: <https://lnkd.in/g/vDcDJES>



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3yr • 0

A 2-week collaborative effort to screen for COVID-19 and offer flu vaccines in Rochester's Black and Latino neighborhoods wrapped up October 17 and was a tremendous success! At four area churches, a total of 941 community members received a health assessment, 784 were tested for COVID and 486 received a flu shot, all at no cost, thanks to a coalition of community groups, Finger Lakes Performing Provider System, businesses and hospital systems in partnership with New York State, Monroe County and the City of Rochester.



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1,910 followers
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MANY THANKS to @Xerox for their donation of laptops to be distributed by #FLPPS and @UnitedWayROC to community-based organizations working remotely to provide essential services to our residents and communities. #COVID19



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1,910 followers
3yr • 0

FLPPS is the largest and most geographically diverse PPS in NYS, with a mix of urban and rural sub-populations. We're divided into 5 geographic sub-regions, termed "Naturally Occurring Care Networks" (NOCNs). Find out more about the NOCNs and what they mean for you. #FLPPS #DSRIP <http://ow.ly/Qfwh30ohzth>



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1,910 followers
4yr • 0


How can we work together to create a healthier population? Carol Tegas shares how FLPPS is improving patient outcomes, improving patient and provider experience and reducing costs. #QuadrupleAIM <https://lnkd.in/g6Us6VG>

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FLPPS CEO Carol Tegas joined Monroe County Executive Adam Bello and MCC's Robin Cole Jr., D.Sc. to announce \$11M in ARPA funding to address long-term care staffing shortage.

"I am excited that FLPPS is partnering with MCC, skilled nursing facilities, and local training organizations and workforce experts to develop stronger, equitable, and high-performing workforce development systems. These innovative programs will provide educational and training opportunities to individuals that are pursuing a career in healthcare and include wraparound support to ensure achievement of academic and career goals. Working together, we are providing opportunities for individuals to achieve economic mobility," Tegas said.

Read more: <https://lnkd.in/gTpYkzF>
Watch: <https://lnkd.in/g7l6lQ5>
Press release: <https://lnkd.in/guXoAZ4W>



Partnership aims to help resolve nursing shortages at long-term care facilities
www.fox4.com

March 2023 Newsletter

Integrating Medical, Behavioral, and Social Care

Navigating medical, behavioral, and social care systems can be difficult for anyone, especially for older adults and their caregivers. **Lifespan's Community Care Connections** program aims to improve health outcomes for individuals 50+ who have medical, behavioral health, and/or social needs by helping them coordinate their care and connect to supportive services.

FLPPS has partnered with Lifespan to expand the program, which is offered in Monroe, Genesee, Livingston, Wayne, Ontario, Seneca, Yates, Steuben, and Chemung counties.

Licensed Practical Nurse healthcare coordinators and social work care managers work in tandem with medical providers to coordinate care and help individuals navigate systems. Social workers visit individuals at home, assess needs, and link individuals and their families to supportive services.



Finger Lakes Performing Provider System
1,910 followers
4yr • 0

Nearly 200 clinical and social service organizations have partnered through DSRIP to Redefine Healthcare in the Finger Lakes region - and its working! Five years ago, our state-wide goal was to reduce avoidable hospitalizations by 25% and we have collectively reduced avoidable hospitalizations by 21% across New York State. With this undeniable success, NYS DOH has submitted a new 1115 Medicaid Waiver Amendment Proposal to CMS to extend DSRIP for another four years. Learn more about the proposal and other transformational initiatives by reading the FLPPS e-newsletter <https://lnkd.in/g43z2Qd> <https://lnkd.in/g5m2wjl>
#DSRIP #FLPPS #HealthNYGov #CMESGov



DSRIP PROJECT SUCCESS
232,000 Patients Engaged
99% Project Milestones met
Earned 85% of eligible dollars

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1,910 followers
4yr • 0

At FLPPS, we offer a variety of e-learnings and tutorials on topics ranging from trauma informed care to communicating effectively. Browse through our Learning Management System (LMS) to learn more. <http://ow.ly/ieHQ50u51pw>

September 2023 Newsletter

FLPPS and HCR Home Care Partnerships Meet Urgent Demand for Home Health Aides

Earlier this year, **FLPPS and HCR Home Care (HCR)**, in partnership with home health agencies and community-based organizations (CBOs), [began offering a program](#) to recruit and train community home health aides (HHAs).

Funded through grants from the City of Rochester and ESL Charitable Foundation, the program's goal is to recruit, certify, and train 660 HHAs over the next three years, with an emphasis on recruiting candidates from eleven ZIP codes in the city of Rochester: 14604, 14605, 14607, 14608, 14609, 14611, 14612, 14613, 14619, 14620, and 14621.

FLPPS and HCR are collaborating with employers Rochester Regional Health Home Care and UR Medicine Home Care, as well as the following CBOs:

- AVS Consulting Strategies for pre-employment training.
- EE Pathways for assistance with candidate recruitment, and providing exercise classes and peer mentoring to help new employees become comfortable with their job responsibilities and workplace culture, and
- Wellness Associates of Greater Rochester for mental health first-aid training.

Since April 2023, more than **60** Home Health Aides have been trained and are now in the workforce.

Here's what some of the program graduates had to say!

- "The way the class was taught gave me the confidence to succeed."
- "The training program seems to be designed to make people of every background find success."
- "You can tell the training is successful and prepared HHAs is the top priority!"

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1,910 followers
3yr • 0

Are you having challenges preparing for value based payment? We've developed a series of live webinars that address a wide range of common issues. Check out our schedule and sign up today! #VBP #VBPReadiness #DSRIP #FLPPS <https://lnkd.in/guBVUYp>



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1,910 followers
6mo • 5

FLPPS CEO Carol Tegas was featured in the December issue of In Good Health! Check it out: <https://lnkd.in/g/MqCV7e>



Q & A with Carol Tegas
Executive director of the Finger Lakes Performing Provider System discusses the agency's mission and how it's working with local providers to train new home health aides.

By Mike Costanzo

Since 2014, the Finger Lakes Performing Provider System has been a leader in providing home health aides to patients in the Finger Lakes region of Upstate New York. The Finger Lakes-based program partners with health and human service providers throughout the region to train and certify home health aides. The program is a critical part of the region's long-term care system, providing essential services to patients who need assistance with activities of daily living. The program is a critical part of the region's long-term care system, providing essential services to patients who need assistance with activities of daily living. The program is a critical part of the region's long-term care system, providing essential services to patients who need assistance with activities of daily living.

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According to the Centers for Disease Control and Prevention, in the Rochester and Finger Lakes region, maternal mortality is a staggering 51% higher for Black mothers than for white mothers. And infant mortality is 300% higher for Black babies than for white babies. This is unacceptable.

Doulas play a crucial role in combating the discrimination, racism, and loss of autonomy that Black and Brown birthing people experience.

Finger Lakes Performing Provider System has partnered with Healthy Baby Network, HealthConnect One, and Finger Lakes Community Health on a two-year community-based doula initiative to train Doulas, trusted members of the community, to provide doula services to improve prenatal care, raise breastfeeding rates, decrease unnecessary medical interventions, increase positive birth experiences, and improve parenting skills. <https://lnkd.in/g/166Gd96>

Earlier this week, Carol Tegas, FLPPS Executive Director, joined doula and maternal health leaders from across NYS to speak before the New York State Senate Standing Committee on Health and Standing Committee on Mental Health on the crucial need to integrate community-based doulas into the state's maternal healthcare system. <https://lnkd.in/g/eiudQxk>

#Doula #maternalhealth #health #community #healthcare #experiences




New York State Senate Joint Public Hearing
Topic: To receive testimony on how to identify and ensure best practices for integrating doulas into New York's maternal healthcare system
March 7, 2023
Albany, New York

January 2024 Newsletter

flpps Finger Lakes Performing Provider System

Empowering Pregnant and Postpartum Women with Dignity, Choice, and Support through the Kitchen Stork Program



According to a 2022 Current Nutrition Reports article, food insecurity in pregnant and postpartum mothers is directly linked to an increased risk for pregnancy complications and adverse mental and physical health consequences.

In an effort to combat this, FLPPS collaborated with the Food Bank of the Southern Tier, Comprehensive Interdisciplinary Developmental Services, Inc (C.I.D.S), Meals on Wheels Chemung, Inc., and the Arnot Health System, on the **Kitchen Stork Pilot Program** to provide essential support, services, and resources to pregnant and postpartum mothers with the primary goal of improving their food security and overall health.

The Program
Primarily targeting pregnant and postpartum mothers and their households in Chemung County, with a strong focus on the City of Elmira, specifically in the 14901 and 14904 zip codes, the program aimed to support 50 households over 18 months, including mothers and their families, by providing:

- WHY: Address food insecurity
- WHERE: Chemung County
- WHAT: Provide food, financial counseling, and support
- HOW: Through home visits and community support

ALL SERVICES
Financial counseling, Food bank, Home visits, Support groups

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1,910 followers
4yr • 5

Part of our work during this crisis is helping to check in on some of our most vulnerable residents. We are doing this in two different ways.

Leveraging both the GRHHN and FLPPS infrastructure, we have identified a cohort of at-risk health home eligible patients. GRHHN team members are working tirelessly to find, engage and enroll these patients. In addition, FLPPS is supporting a new phase of the Community Navigation Pilot Program to address COVID-19 planning and preparedness. Partners in the Pilot are conducting community outreach efforts to high-risk patients and prioritizing resources to engage patients. We have also hosted several interactive sessions to discuss the community navigator role in a public health crisis as well as highlight regional response efforts related to navigation.

We will get through this together.

#COVID19 #FLPPS #GRHHN #CommunityNavigation

flpps Finger Lakes Performing Provider System



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1,910 followers
1yr • 5

During this year's Mental Health Month, Mental Health America invites all of us to #LookAroundLookWithin as we consider every part of our environment and its effect on our mental health and well-being. There are many factors that contribute to mental well-being, and we all benefit from stable environments, strong communities, and ready access to needed services. The area, or ZIP code, that you live in plays a significant role in how healthy you are.

We are very proud to partner with His Branches Community Health Center and **Ibero American Action League** to provide better access to primary and behavioral health services, and in doing so address health disparities among the Latino population in the City of Rochester. Learn more: <https://lnkd.in/g/yPDiII>

#mentalhealth #community #mentalhealthawarenessmonth #mentalhealthmatters #partnership



3,000 families in Rochester's Upper Falls, South Market View Heights, and Beechwood communities need better access to primary and behavioral health services.

March 2024 Newsletter

flpps Finger Lakes Performing Provider System

FLPPS Continues to Strengthen the Finger Lakes Region Healthcare Workforce

A robust and sustainable healthcare workforce is critical to improving population health—with no exception, there is no health care. We, along with our partners, understand the need for a skilled and diverse healthcare workforce, which is why workforce development has been a primary focus of FLPPS since its inception.

As a New York State-designated Workforce Investment Organization (WIO), FLPPS continues to strengthen the healthcare workforce through programs and services, helping to ensure there is a skilled and diverse healthcare workforce.

The COVID-19 pandemic exacerbated a fragile workplace and the need for qualified, skilled nurses in our region and nationwide continues to rise. While a career in long-term care (LTC) is a specialty that is often overlooked, it truly is a critical part of the healthcare system that can have many rewarding benefits for both the patient and professional alike. And a career in LTC can provide opportunities for professional growth and the ability to climb the nursing career ladder.

If you or someone you know is looking to start a career in LTC, be sure to check out **FLPPS Health Careers**. Now website! Learn about the different types of long-term care or browse open positions at a number of locations in the Finger Lakes region.

LONG-TERM CARE ON HEALTH CAREERS NOW

Common Ground Health **flpps** Finger Lakes Performing Provider System

Finger Lakes Performing Provider System
1,910 followers
2yr • 5

FLPPS is partnering with Children's Institute - Rochester NY to expand the GROW Program in the Finger Lakes region. Learn more about the program's developmental screenings tomorrow at an event in Wayne County. <https://lnkd.in/g/bdCch9>

Children's Institute - Rochester NY
211 followers
2yr • 5

Get Ready to GROW to attend Community Schools Rally in Wayne County on Wednesday, June 28th [Learn more](#)



Finger Lakes Performing Provider System
1,910 followers
4yr • 5

Transitional housing is a vital resource. Transitional Supportive Housing (TSH) is even more valuable. In the FLPPS TSH model, regional partner organizations worked together to coordinate care transitions between hospitals, housing provider and care management services. The results were impressive.

We are now in the midst of a Housing pilot to increase the number of transitional housing beds in our community by partnering with community shelters.


Try out our interactive TSH video "What Will Happen to Amy? You Decide." at <https://lnkd.in/g/Ww3vWw>

#UR_med #ROCRegional #depaul_of #TransitionalSupportiveHousing #FLPPS #DSRIP

August 2023 Newsletter

flpps Finger Lakes Performing Provider System

FLPPS Learning Management System Tapped for NYS DOH Public Health Essentials Trainings



The New York State Department of Health (NYS DOH) and Health Research Inc. (HRI) has selected the FLPPS Learning Management System as the tool to disseminate public health essentials training.

Public health essentials training is crucial to community-based partners in order to ensure that accurate and actionable health information and resources are shared with prioritized populations by someone that communities trust. The NYS DOH and HRI recognize that in order to dismantle structural racism and address disparities, investments must be made in organizations that communities trust to receive their information, services, and goods. This trusted relationship will contribute toward building community resilience.

To assist in mitigating these funding disparities and inequities, the NYS DOH and HRI recently invested in training and development for community partners (traditional and non-traditional) that are trusted by underserved, marginalized, under-resourced, and rural communities across NYS (outside of NYC). Funds were awarded to 200 organizations seeking this training, including:

- Non-profit organizations
- Fraternities and sororities programs
- Faith-based organizations
- Community coalitions
- Neighborhood block associations
- Community health worker networks
- Professional associations
- Community health centers

Redesigning Medicaid Healthcare Delivery in the Finger Lakes Region

FLPPS work today is building on our successful implementation of DSRIP and continuing transformative work with our partners to achieve the newly coined “Quintuple Aim”—improving patient experience, improving population health, reducing healthcare costs, improving care team well-being, and advancing health equity.

Our collaborative relationships and strategic partnerships with regional partners and stakeholders, along with our highly-skilled team, enable us to continue the successful implementation of transformational programs today, tomorrow, and in the future.

*“**Delivery system redesign is comprehensive and complex, however, each component is a single and **necessary** step that we must collectively take towards system transformation.**”*

LEARN MORE



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Roster as of July 2024

**FLPPS Executive Committee Member*

*“We are not just
redesigning healthcare.
We have the opportunity
to **redefine** healthcare.”*

LEARN MORE



For more information about FLPPS and GRHHN, please visit us online at flpps.org

FLPPS is a network of clinical and community-based provider organizations working together in a 13-county region to transform the system of healthcare delivery by bridging the gap between community and healthcare.